



IAAO

INTERNATIONAL ASSOCIATION
of **ASSESSING OFFICERS**

Valuing the World

Board of Directors Manual

(Approved May 2024)

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SECTION 1

Introduction

IMPORTANT – IAAO manuals are intended to provide information. The content of this manual is based upon content in the IAAO bylaws and procedural rules. If there are discrepancies between this manual and the IAAO bylaws and procedural rules, those IAAO governing documents shall prevail. It is the responsibility of the Board of Directors to recommend updates to this manual as necessary to ensure its accuracy.

The IAAO is governed by a 15-member Board of Directors. In accordance with Section 4.1 of the Bylaws, “the officers of IAAO shall be President, President-Elect (Treasurer), Vice President, Immediate Past President, and Executive Director (Secretary).” All officers, except the Executive Director, shall serve for a one-year term. The remaining nine regular members and one associate member are elected for a three-year term. The Executive Director is a non-voting officer who manages the organization’s daily operations and assists the Board of Directors in fulfilling its strategic goals and objectives.

Procedural Rule 1.01 states that “prior to their participation in any meeting of the board, new members of the board of directors shall receive an orientation to the governing documents, strategic plan and budget for the association and the legal and fiduciary responsibilities of the Board of Directors.”

SECTION 2

Roles and Responsibilities

BOARD OF DIRECTORS

The Board of Directors (Board) has three primary roles: setting organizational direction, including ensuring effective planning; ensuring the necessary resources, both financial and human; and providing oversight of the Executive Director, assets, programs, and services.

Meetings are where the Board carries out its role as the policy maker, sets direction for the organization, follows ethical guidelines, and oversees operations.

Meeting attendance is mandatory. Preparing for and participating in Board meetings is a duty that comes with Board service. Board meetings are to be spent on issues that advance the mission of the organization. A Board member's role is to be a strategic leader for the association.

DUTIES

Board Members must:

- Understand the organization's governing documents, including the Articles of Incorporation, Bylaws, Code of Ethics and Standards of Professional Conduct, Procedural Rules, Strategic Long Range Plan, and financial documents.
- Understand their fiduciary responsibility to IAAO.
- At conference, Board members are expected to attend events and represent the association where necessary.
- Read all Board materials prior to the meeting and actively participate during the meeting.
- Act as an ambassador for IAAO when interacting with membership or affiliate organizations.
- Recognize the relationship between IAAO and other professional organizations, such as those identified in Section 4.
- Sign the conflict of interest statement, code of conduct, and confidentiality agreement.
- Complete the Board meeting evaluation at the end of each meeting.
- Communicate with other Directors and build a collegial working relationship that contributes to consensus.
- Participate in the annual evaluation of the Executive Director.
- Serve on the Finance Committee and/or other committees of the Board as appointed by the President and President-Elect.
- Serve in leadership positions and undertake special assignments.
- Be mindful that staff reports to the Executive Director. Board members should urge staff members with grievances to follow established policies and procedures. All significant matters should be directed to the Executive Director or the President as appropriate.

- Consult first with the President for approval, then the Executive Director, prior to making requests of staff.
- Follow trends and keep up to date in the association's fields of interest.
- Bring goodwill to the Board's deliberations.

OBLIGATIONS

Representation

- Serve the association as a whole rather than any special interest group or constituency.
- Avoid the appearance of a conflict of interest that might embarrass the Board or the association.
- Disclose any possible conflicts to the Board as soon as possible.
- Maintain independence and objectivity and do what a sense of fairness, ethics, and personal integrity dictate.
- Never accept or offer favors or gifts from or to anyone who does business with the association.

Fiduciary Responsibilities

- Directors must exercise their business judgment in considering and reconciling the interests of various stakeholders – including members, staff, and communities— and the related risks and opportunities for the association.
- Read and understand the organization's financial statements and otherwise help the Board fulfill its fiduciary responsibility.
- Review the budget quarterly to ensure proper execution.
- Read and understand the yearly financial audit.

Quarterly Meetings

- The Board meeting documents, including the agenda and supplemental information, should be uploaded electronically approximately one to two weeks prior to each meeting and should be reviewed before each meeting. Board members should bring their own device to view documents at each meeting.
- New agenda item requests should be sent to the President at least three to four weeks prior to the meeting date. Supplementary materials should also be sent at that time.
- Maintain confidentiality of the Board's executive sessions and any confidential information provided.
- Follow and support the decisions of the Board regardless of your individual votes, views, and opinions.
- Board members must comply with the association travel policy.

Annual Conference

- Hotel reservations for the Annual Conference will be the responsibility of the Board member.
- All expenses, including travel, for the Annual Conference will be the responsibility of the Board member.

EXECUTIVE COMMITTEE

Members of the Executive Committee are the President, President-Elect, Vice President, and Immediate Past President. The Executive Committee should meet regularly between Board meetings.

The Executive Committee is authorized to meet and act in between Board meetings when it is impractical to get the full Board together for a special Board meeting. Minutes of the meetings are to be distributed to the Board of Directors within 48 hours of the meeting in accordance with Bylaws Section 6.5. Ratification of the Executive Committee's action is required by the full Board within five days.

PRESIDENT

The President must be knowledgeable about all areas of the organization — its mission, vision, strategic plan, goals, educational offerings, programs, services, members, and resources. They must understand the association's place in the larger framework of national and international peer organizations.

As the volunteer leader of the association, the duties of the President are numerous and varied. This section is intended to highlight the roles and responsibilities during the presidential year. The list may not be all-inclusive.

Duties

- Chairs the Executive Committee.
- Provides overall leadership to enable the association to meet its mission and goals.
- Ensures the organization is operating with the best interest of the members and following the strategic plan as priority in all decision making.
- Sets the agenda along with the Executive Committee and Executive Director prior to each Board meeting or Executive Committee meeting.
- Presides over Board meetings.
- Provides direction and priorities to the Board, committees, and task forces.
- Conducts a review of the Strategic Long Range Plan at the beginning and end of each year.
- Mentors the President-Elect and Vice President to ensure smooth transitions.
- Writes a President's Column for each Fair and Equitable issue.
- Develops new association leaders through mentoring.
- Develops and maintains relationships with allied professional organizations.
- Serves as an official spokesperson of the Board and the Association.
- Keeps the Executive Committee and Board of Directors informed about association affairs.
- Appoints a new member when a committee or task force vacancy occurs during their term.
- Provides the President-Elect and Vice President opportunities for exposure and relationship development with IAAO Chapters, IAAO Affiliates and other allied organizations.
- Selects who will attend IAAO Chapters, IAAO Affiliates, and other allied organization meetings or events.
- Works to develop potential volunteers to fill future Board positions and cultivates a culture that encourages all volunteers to bring in new volunteers.
- Oversees the Board meeting evaluation process.

- Stays well informed about any legal changes that will affect the functioning of the Association and communicates in a clear and timely way with the Board about how the changes will affect them.
 - Sets the example in adhering to legal and ethical standards of conduct.
 - Operates according to what is best for the association.
 - Ensures that the Board has all the necessary information when making decisions.
 - Removes committee and task force members who are not carrying out the duties of the appointment.
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EVENT EXPECTATIONS

Leadership Days

- Determines dates of meetings at least six months in advance to allow staff proper time to select hotel and meeting accommodations.
- Sets the agenda for each event.
- Based on the agenda, decides which committees and/or task forces need to meet in person.

Annual Conference

General

- Arrives at least one day before conference begins.
 - President's Suite
 - Traditionally, at the pleasure of the President, the suite may be open for social events.
 - The President hosts the Board and guests prior to the closing banquet (corsage/boutonniere distribution if desired).
 - Scripts
 - Works with staff to plan scripts for all events. Preliminary scripts should be done one month prior to conference. Final scripts should be complete two weeks prior to conference.
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CONFERENCE EVENTS

Welcome Event

- Chooses location with assistance of the Director, Meetings and Events.

Keynote Speaker

- Chooses the Keynote Speaker with the assistance of the Director, Meetings and Events, and if appropriate, the sponsorship partner.

Annual Meeting

- Selects time and place and prepares agenda with Executive Director and Staff.
- Provides the Annual Report to membership.

Awards Event

- Presents awards or selection of awards at the event, which has traditionally been either a breakfast or a luncheon. Chooses setup with assistance of the Director, Meetings and Events.

President's Dinner

- Chooses location with assistance of the Director, Meetings and Events.
- The invited guests typically include:
 - Members of the Board, and a guest
 - Standing committee chairs, and a guest.
 - The President may invite other guests as well.
- The total number of guests is subject to the approved budget.

Companion Tour

- Chooses event with the assistance of the Director, Meetings and Events.
- Traditionally hosted by the President's significant other.
- The invited guests are the significant others of:
 - Members of the Board
 - Past Presidents.
- When financing allows special invitees may be included.
- The association pays for the event.
- Special hospitality gifts are the responsibility of the President.

Closing Banquet

- Traditionally, the dress code has been formal attire.
- Chooses entertainment with the assistance of the Director, Meetings and Events.
- If the President chooses to provide alcoholic beverages for reserved tables, the drinks will be paid for by the President (unless donated).
- Corsages/boutonnieres are at the discretion of the President.

GIS/Valuation Technology Conference

- The President is expected to attend this conference and make welcome remarks.

Legal Seminar

- The President is expected to attend this conference and make welcome remarks.

PRESIDENT-ELECT

The President-Elect is expected to learn all aspects of the association and be prepared to assume the role of President in the event the sitting President is unable to perform their duties. The President-Elect works closely with the Executive Director and serves as the chair of the Finance Committee and as the association's Treasurer. The President-Elect develops the annual budget for the following year, in concert with the Board and the strategic plan.

The President-Elect and Vice President will establish goals for the upcoming year, evaluating performance, and setting compensation for the Executive Director. They report on these activities to the Board, and the Board will discuss and approve any changes to compensation.

Duties

- Performs the duties of President in their absence.
- Assists the President as necessary in setting the agenda one month prior to each meeting.
- Assists the President in leading quarterly Board meetings.
- Attends with the Vice President the ASAE seminars or related training the year prior to the President-Elect becoming President.
- Provides the Director, Meetings and Events the proposed meeting locations for their Presidency year no later than May 1.
- Attends a site visit with the Director, Meetings and Events at the next conference city. Expenses for President-Elect's companion to attend the visit are not paid for by IAAO.
- Supports the President by monitoring the work of the committees and assisting them as necessary in developing strategies, tactics, and implementation plans.
- Serves on the Executive Committee.
- Participates in annual Leadership Orientation activities for new Board members.
- Creates committees and task forces as necessary to carry out the work of the association for the upcoming year, with the assistance of the Vice President. Approval of these committees and task forces takes place at the final Board meeting of the current year.
- Reviews the Volunteer Application form with the Vice-President and Sr. Director, Membership and Community Engagement and decides on timeline for application period and deadline for submission.
- Reviews applications and makes committee and task force appointments with the Vice President.
- The President-Elect will choose the chairs of each committee/task force based on previous experience, subject matter expertise and overall understanding of the association's structure.
- Contacts the selected committee and task force chairs to extend the offer of chairmanship and reviews the goals and objectives as well as secures their willingness to serve.
- Administers, along with the Vice President, the Executive Director's annual evaluation.
- Leads virtual meetings with all chairs and vice-chairs to welcome them.

Treasurer Duties

- Reports on the financial condition of the association at meetings of the Board.
- Reviews financial viability of the association along with Finance Committee and staff to strengthen its position currently and in the future.
- Budget for volunteer appreciation gifts each year for Board approval.

Events

Leadership Days

- Attends Leadership Day meetings.
- Assists the President in setting the agenda for each event.
- Assists the President in deciding which committees and/or task forces need to meet in person.

Annual Conference

- Welcome Event
 - Attend and represent the association.
- Awards Event
 - Attend and represent the association.
- Presidents' Dinner
 - Attend and represent the association.
 - Traditionally, the President-Elect toasts the President.
- Closing Banquet
 - Attend and represent the association.
- Conference Scripts
 - Work with staff to plan script for swearing in speech. Preliminary scripts should be done one month prior to conference. Final scripts should be finalized two weeks prior to conference.

Planning and Preparation for Presidency

- Conducts a meeting with Executive Director to review various aspects of the presidency, such as roles, expectations, responsibilities, and a transition plan.
- Builds a proposed schedule for the following year, including travel when possible.

VICE PRESIDENT

The Vice President is expected to learn all aspects of the association.

The Vice President and President-Elect will establish goals for the upcoming year, evaluating performance, and setting compensation for the Executive Director. They report on these activities to the Board, and the Board will discuss and approve any changes to compensation.

This section is intended to highlight the roles and responsibilities during the Vice-Presidential year. The list may not be all-inclusive.

Duties

- Attends with the President-Elect the ASAE seminars or related training the year prior to the President-Elect becoming President.
- Assists the President-Elect in appointing committee and task force members for the following year.
- Serves on the Executive Committee.
- Participates in annual Leadership Orientation activities for new Board members.
- Serves as a member of the Finance Committee.
- Develops knowledge of association finances to be able to assume responsibilities of Treasurer and chair of Finance Committee the following year.
- Performs duties of President in absence of President and President-Elect.
- Administers, along with the President-Elect, the Executive Director's annual evaluation.

IMMEDIATE PAST PRESIDENT

The Immediate Past President provides guidance, advice, and consultation to the President.

This section is intended to highlight the role of the Immediate Past President. The list may not be all-inclusive.

Duties

- Assists the President as necessary.
- Performs duties of President in absence of President, President-Elect, and Vice President.
- Serves on the board of Professional Consulting Services of IAAO, LLC.
- Serves on the Executive Committee.

SECTION 3

Supporting Documents

- Members of the Board
- IAAO Staff
- Past Presidents List
- Conflict of Interest Policy
- Finance/Audit Information
- Board of Directors Code of Conduct
- Code of Ethics and Standards of Professional Conduct
- Bylaws
- Procedural Rules
- Strategic Long Range Plan
- General Expense Reimbursement Policy
- Expense Reimbursement Guidelines

SECTION 4

Oath of Office

The president-elect shall be administered the oath of office before the general membership at the annual conference. Board member(s) shall be administered the oath of office at or before their first board meeting.

Those taking the oath of office shall raise their right hand and repeat the oath of office, with the last phrase optional.

OATH OF OFFICE

I do solemnly swear that I will further the mission and the commitments of the International Association of Assessing Officers and that I will perform the duties and responsibilities of my office to the best of my abilities and in full accordance with the International Association of Assessing Officers, bylaws, procedural rules, code of ethics, and standards of professional conduct, so help me God. (The last phrase is optional.)

SECTION 5

Related Professional Organizations

- Appraisal Sub Committee (ASC)
- The Appraisal Foundation (TAF)
 - Appraisal Qualifications Board (AQB)
 - Appraisal Standards Board (ASB)
- Association of Appraisal Regulatory Officials (AARO)
- Appraisal Institute (AI)
- American Society of Appraisers (ASA)
- International Property Tax Institute (IPTI)
- Royal Institution of Chartered Surveyors (RICS)
- International Valuation Standards Council (IVSC)
- The European Group of Valuer's Associations (TEGoVA)
- Institute of Revenues Rating and Valuation (IRRV)
- Coalition of Geospatial Organizations (COGO)
- Institute of Professional Auctioneers and Valuers (IPAV)
- Valuation Office Agency (VOA)
- International Property Measurement Standards Coalition (IPMSC)
- World Bank
- National Association of Realtors (NAR)
- National Association of Counties (NACo)
- National League of Cities (NLC)

This list may not be all-inclusive.

ABOUT IAAO

The International Association of Assessing Officers, formerly the National Association of Assessing Officers, was founded for the purpose of establishing standards for assessment personnel. IAAO is a professional membership organization of government assessment officials and others interested in the administration of the property tax. Over the years IAAO members have developed assessment practice and administration standards and many of these standards have been adopted by state and international oversight agencies, and some have been incorporated into legislation.

IAAO continues at the forefront of assessment in North America and has been expanding its reach to the global community for the last five decades. Because standards form the rules by which North American assessors perform their duties, they may not be directly applicable to an overseas audience. The standards have been updated to also present the broad principles upon which the rules are based. IAAO believes those principles may be adapted to many differing statutory and regulatory scenarios worldwide.